

ANNUAL REPORT

ONTARIO
MINISTRY
OF INDUSTRY
AND TRADE
1984-85



This Annual Report is also available in French.

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TO HIS HONOUR
The Lieutenant-Governor
of the Province of Ontario

MAY IT PLEASE YOUR HONOUR:

I am pleased to present you with the annual report of the Ministry of Industry, Trade and Technology, formerly named Industry and Trade, for the fiscal year 1984-85.

The report contains a description of the programs and policies, detailed information about each division, and the statement of expenditures for the ministry.

Respectfully submitted,

Hugh P. O'Neil
Minister of Industry, Trade and Technology





The Honourable Hugh P. O'Neil
Ontario Minister of Industry, Trade and Technology

Dear Mr. Minister,

I am pleased to submit the Annual Report for the fiscal year ending March 31, 1985.

It includes a discussion of the issues that this ministry, under its new name, continues to face. It explains how we have approached these issues in the past year through a variety of policies and programs designed to meet the needs of the businesses and industries of Ontario.

The report also assesses our effectiveness. In the past year we set our sights high. Most of our goals were achieved; some were exceeded, some were not quite met.

By reviewing the activities of the past year we can approach the coming year with renewed vigour and a greater understanding of our role: that of assisting the business people of this province. Since they are operating in an increasingly competitive world economy, we have a role supporting their expansion into new products and new markets.

The following pages explain how we have endeavoured to do that in 1984-85.

Respectfully submitted,

A handwritten signature in cursive script that reads "George MacDonell".

George S. MacDonell
Deputy Minister

THE YEAR IN REVIEW

WORLD TRENDS

Rapid change...new developments...growing competition...exciting discoveries.

Business and commerce are becoming increasingly international in scope. New technologies are appearing on the shop floor. Workers are learning new skills. Exports are growing. Small business has become a major force in the creation of new jobs.

This is the world of the 1980s, a world in which the province of Ontario is a key player. Our links with other countries are being broadened and strengthened each year. Our commitment to a high standard of living is closely connected to our industrial performance, and the stage for that performance is the world.

The challenge? In a word, we must compete internationally. And it is getting tougher every year.

THE MINISTRY



Industry Division's film and video office promotes Ontario as a film location.

The role of the Ministry of Industry and Trade? To encourage more rapid introduction and application of new technology; assist in product innovation and commercialization of new products and processes; promote investment, both domestic and foreign; draw more companies into exporting; support trade through international offices, trade shows, missions, and the Export Success Fund; promote and assist the formation of small businesses; encourage the expansion of the domestic market by identifying domestic sources of supply.

The structure of the ministry was modified slightly in 1984. In the Industry and Trade Divisions, Domestic Marketing and International Marketing Branches (respectively) were reorganized and renamed to combine efforts to expand sales of Ontario products and encourage investment in both domestic and international markets.

In another structural change, the technology centres unit became the Innovation and Technology Division. Then in June, 1985, we were renamed the Ministry of Industry, Trade and Technology, reflecting the growing importance of technology in transforming our industrial sector to meet new demands of international competitiveness.

In addition, the Planning and Priorities Secretariat was established to co-ordinate the development of strategic planning, policy options and advocacy for the ministry.

Because we are a business-oriented ministry, we are structured, managed and operated like a business. This report explains the Ministry Management System, which was new last year. Through this system, the mandate of each division and branch is clearly stated. We have annual business plans, which set out the issues and strategies and establish the year's objectives. There is a very detailed evaluation process, which measures the results of the year's activities.

This annual report for the fiscal year 1984-85 takes a look at the policies and programs of this ministry and the issues and problems which they address. It examines Ontario's participation in the international economy, how we respond to developments both at home and abroad, and how successful we are in terms of the goals we set for ourselves.

Following the discussion of the issues and a look at the Ministry Management System, we will review the mandates and goals of each division—Industry, Trade, Innovation and Technology, and Administration—and summarize their performance for the year.

The financial statement at the end of the report shows the actual expenditures for each of the ministry's programs and activities.

This information is set out in the following pages, beginning with an organizational chart showing the structure of the ministry as of March 31, 1985.

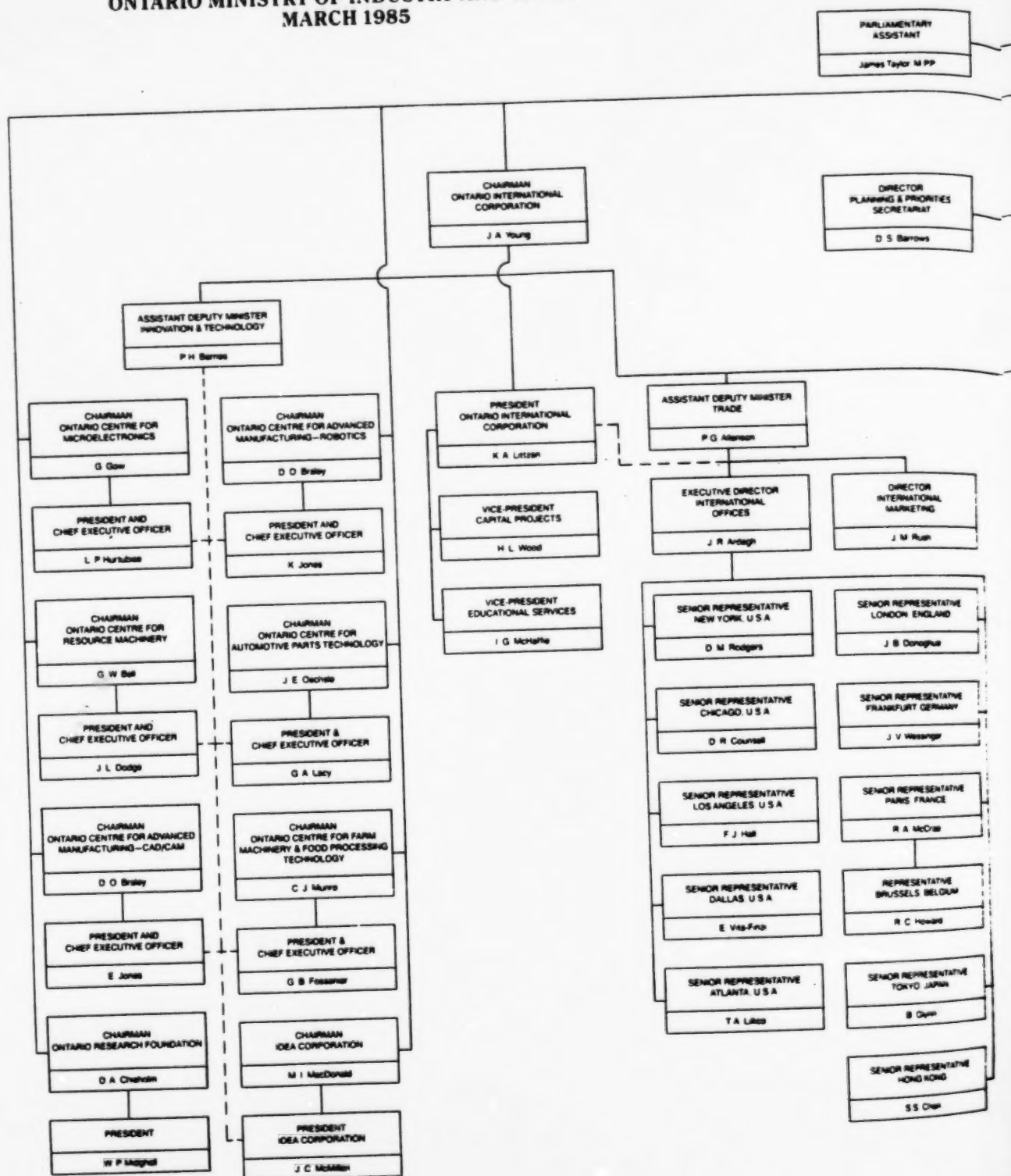


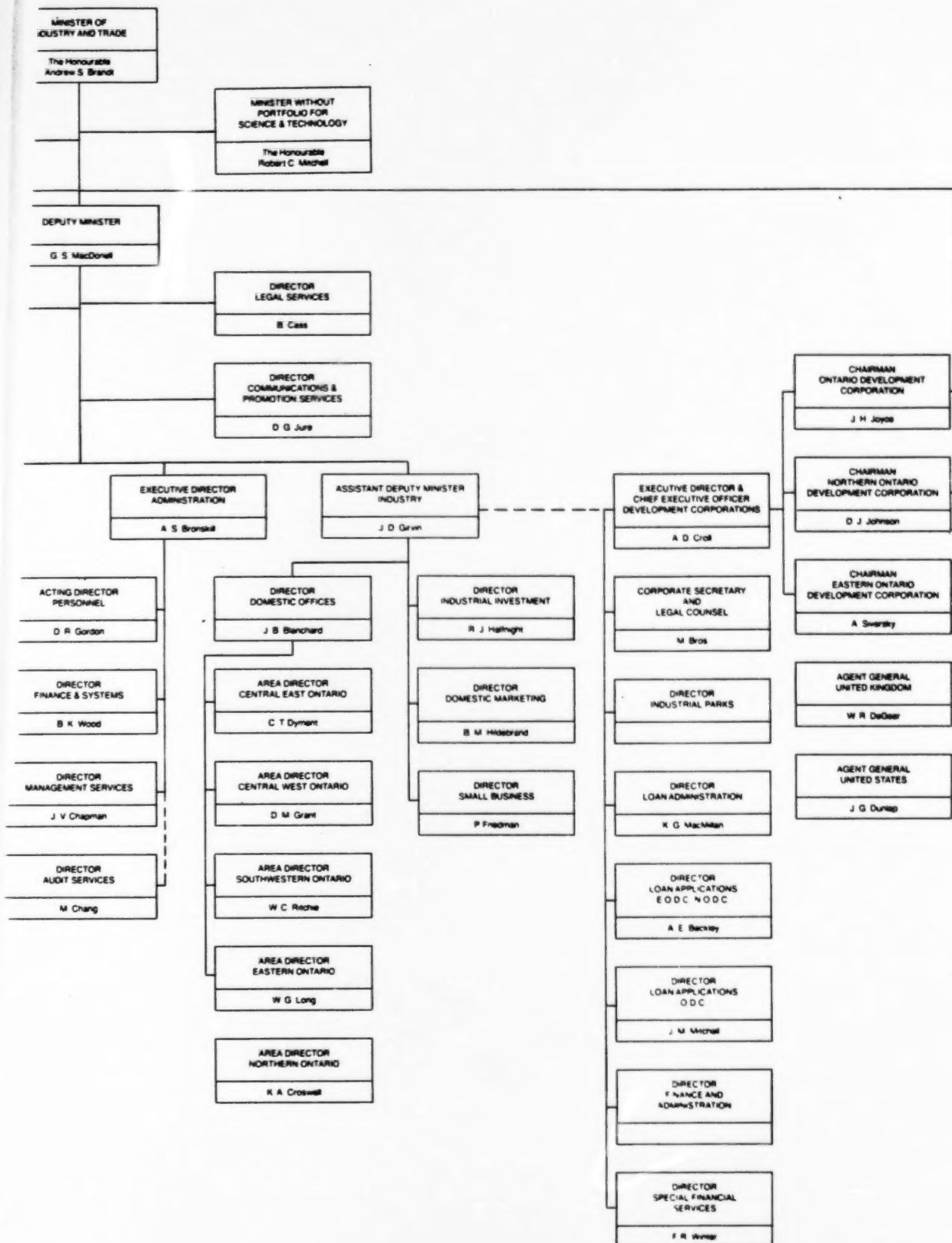
A window display in Ontario House, London, England, promotes investment in Ontario.

The IDEA Corporation, the Ontario Development Corporations, the Ontario Research Foundation, and the Ontario International Corporation submit separate annual reports to the Lieutenant-Governor-in-Council through the Ministry of Industry, Trade and Technology.

ORGANIZATION CHART

ONTARIO MINISTRY OF INDUSTRY AND TRADE
MARCH 1985





THE ISSUES



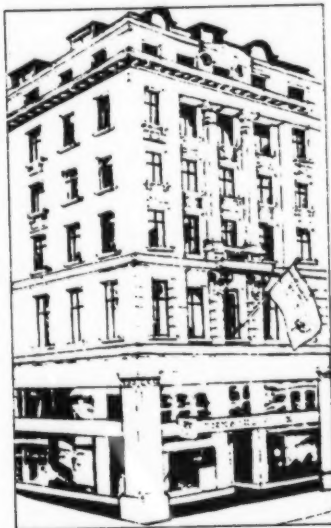
Ontario exporters must look to Pacific Rim countries for new and fast-growing markets.

In a rapidly changing international economy, with the rise of newly industrialized countries, especially in the Pacific Rim, we cannot afford to take our own high standard of living and our share of world trade for granted.

Ontario industries and workers face a number of challenges in the next few years: the need to encourage investment spending, both foreign and domestic; a very high level of import penetration; the need for more global product mandates in multinational subsidiaries in Ontario; the growth of small business and its importance in creating jobs; our share of world markets; the need to develop new exporters; the need to diversify our foreign markets; increasing competition from newly industrializing countries; our slow adaptation of new technologies and low level of innovation.

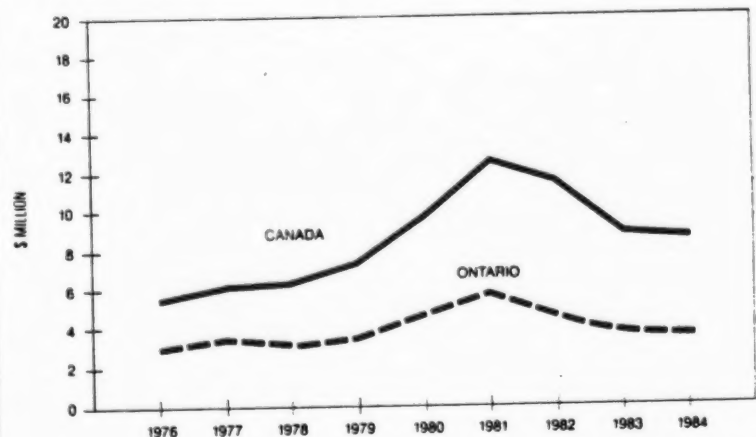
INVESTMENT

Although manufacturing investment was up in 1984 and is expected to increase further this year, it is not yet expected to reach pre-recession levels.



The ministry's offices around the world work to promote Ontario products and attract foreign investment.
Ontario House, London.

MANUFACTURING INVESTMENT IN CANADA AND ONTARIO 1976-1984



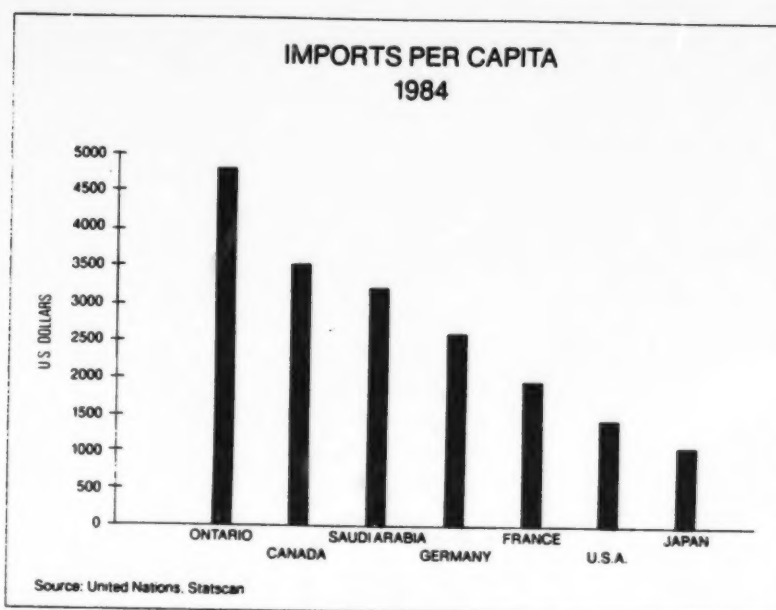
SOURCE: STATSCAN 61-206

We must attract investment that encourages technological development, product and process innovation, and exporting. The Industrial Investment Branch in the Industry Division promotes investment both at home and abroad, working with the ministry's domestic and international offices.

IMPORT PENETRATION



Cleanwater Products is an Ontario manufacturer of sanitary and industrial clothing whose goods replace imports.



The province of Ontario imports more in per capita terms than most other jurisdictions in the world. Import penetration is particularly high in the area of high technology, yet we have considerable expertise right here at home. We can buy much more in Ontario, and import less.

Many products for public institutions are imported, even though comparable products are available in Canada. A stumbling block here is lack of awareness of the availability of Canadian goods, and a tradition of buying abroad. To turn that around, the Public Procurement Unit has been established within the ministry's Industry Division to encourage domestic sourcing.

GLOBAL PRODUCT MANDATING

Ontario has always depended heavily on foreign investment. In many cases, branch plants were established here to serve the Canadian market only. While there is a historical basis for this, the situation is changing and new strategies are being developed. For example, it can now be argued that foreign-owned multinationals have a great deal to gain by adopting a global product mandate.

That means that instead of producing the entire product range for the Canadian market, a component or one product could be produced in Canada for export to the company's world markets. Studies have shown that this is a profitable strategy for companies to adopt, but many remain unconvinced.

Many of Ontario's foreign-owned companies do not export at all. To help turn that around, a Global Product Mandating unit has been established within the ministry's Industry Division.

SMALL BUSINESS

Between 1975 and 1982 small firms with fewer than 50 employees accounted for almost all new jobs in Canada. Companies employing more than 100 people actually lost jobs during that same period.

Small businesses are now growing at the rate of over 45,000 per year in Ontario alone. While this is an exciting development, many small businesses fail within the first two years of operation. Potential entrepreneurs need advice on how to start their own businesses, and how to avoid problems that lead to business failure.

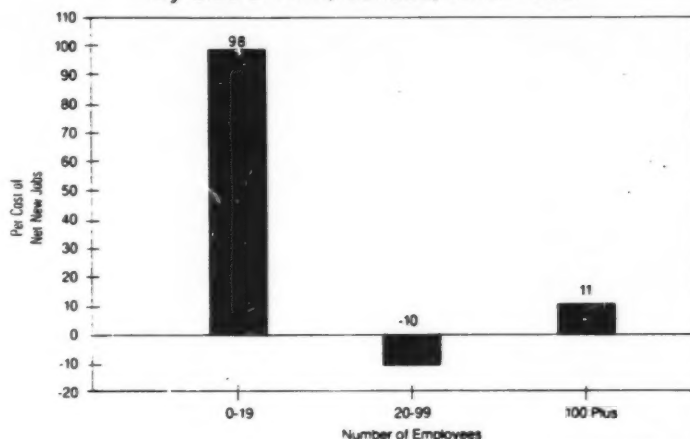
The ministry's domestic offices and Small Business Branch address that need through private consultations, information seminars, and by distributing the book, *Starting A Small Business in Ontario*. This book is now in its eleventh printing.

STARTING A SMALL BUSINESS IN ONTARIO

A SOUND BUSINESS
APPROACH TO SETTING
UP YOUR OWN COMPANY:
FROM THE ONTARIO
MINISTRY OF INDUSTRY,
TRADE AND TECHNOLOGY.

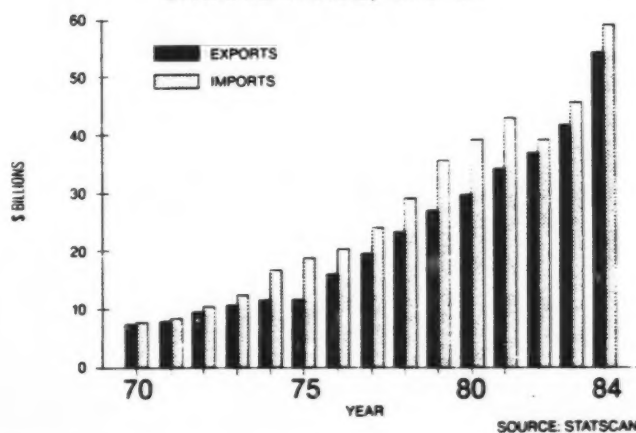
The ministry's book on
entrepreneurship is now in its
eleventh printing.

NET JOB CREATION
By Size of Firm, Canada, 1978-1982



WORLD MARKET SHARE

ONTARIO TRADE, 1970-84

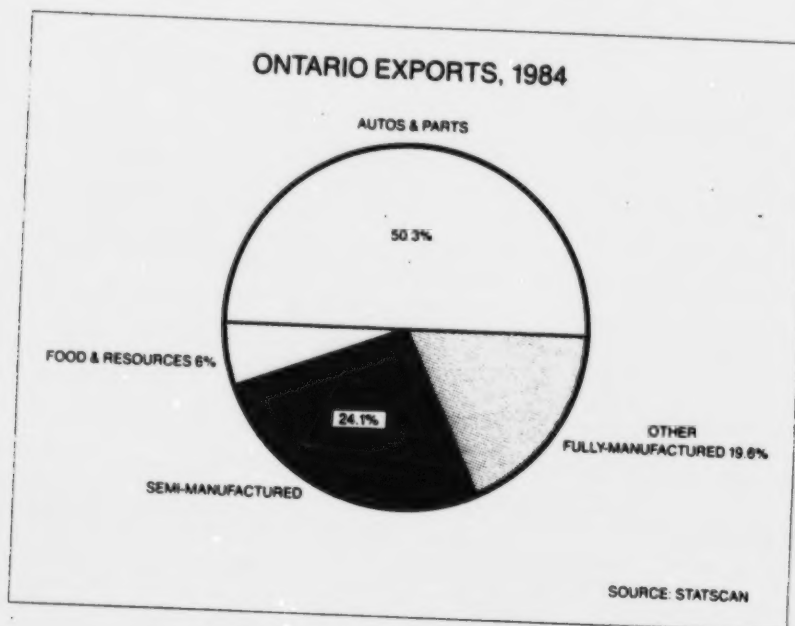


In 1970, Ontario accounted for 2.3 percent of world trade. By 1981 that share had declined to 1.5 percent. Three years later the share had rebounded to 2.2 percent. The size of our share of world markets is a reflection of our own economic health, and when that share decreases, Ontario jobs and whole industries may be affected.

Our exports during 1984 totalled \$55.2 billion, an increase of 32 percent over the previous year, and equal to 49 percent of Canada's total exports.

This is encouraging news. However, we must keep in mind that 90 percent of Ontario's foreign sales are made in the United States, and that the bulk of those sales are in the automobile and auto parts sector.

Although our exports have been growing, it is nevertheless true that we run a large trade deficit in the area of manufactured and high technology goods. The ministry's trade programs, both financial and consulting, are designed to increase our exports, and particularly, our exports of finished products.



NEW EXPORTERS



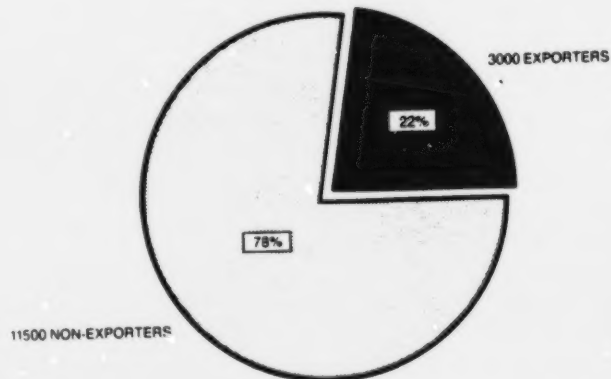
Trade Division's program, *New Exporters to Border States (NEBS)*, takes aspiring exporters by bus to nearby U.S. cities.

In 1984 Canada's exports were valued at \$112.5 billion, and Ontario accounted for nearly half that amount. One in five jobs here depends directly or indirectly on international trade. On a per capita basis, Ontario exports three times as much as Japan, yet Japan is regarded by many as the world's leading exporter.

Yet out of approximately 14,500 manufacturers in Ontario, less than 25 percent make any foreign sales. Opportunities are being missed when companies don't even consider exporting. Much of what we produce is high quality and competitively priced. We can sell a lot more to foreign markets, particularly in the United States.

Therefore, the ministry works with Ontario firms to encourage them to export. In addition to our consulting services, we organize and conduct trade missions, and take new exporters to border states to introduce them to the potential of the U.S. market. Once sales are established there, they can expand across the country and to other areas of the world.

ONTARIO MANUFACTURERS



RELIANCE ON U.S. MARKETS

On the whole, Ontario has made excellent sales in the U.S. market. However, since 90 percent of total foreign sales goes to the United States, we are extremely vulnerable to changes in that market and in our relationship with the U.S.

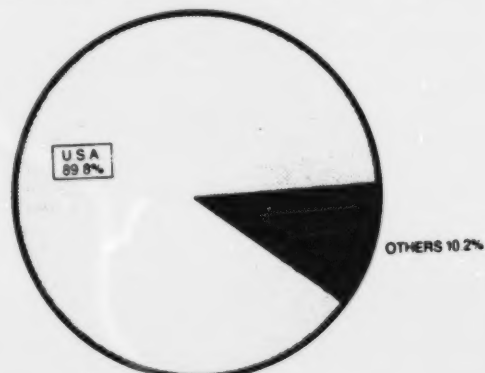
Currently there are a number of trade frictions between the U.S. and Canada which have resulted in the creation of non-tariff barriers. To secure our access to this vital market, the Ontario government plays an advocacy role in reducing these tensions when conflicts arise.

But in addition to securing our U.S. sales, we must look to other foreign markets for buyers. And we must look at the new, dynamic, growing markets in addition to more mature ones. Pacific Rim countries and the Middle East present excellent opportunities for those who are willing to make the effort to do business there.



The ministry supports the participation of Ontario companies in international trade fairs.

ONTARIO EXPORTS, 1984 GEOGRAPHICAL DISTRIBUTION



NEWLY INDUSTRIALIZING COUNTRIES (NICs)

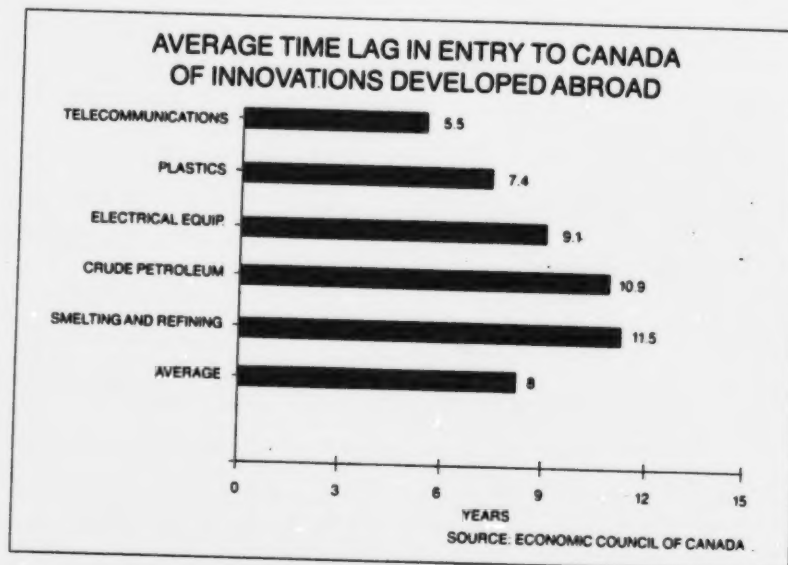
The emerging industrial nations are presenting us with a competitive threat. They are making high quality, inexpensive goods, and they are selling in Canada, and in foreign markets we share. However, due to their growing prosperity, particularly in the Pacific Rim, they also present us with growth markets that we can target with our own exports.

USE OF NEW TECHNOLOGIES

Our record here compares unfavorably with other western industrial nations. Not only is our own rate of innovation slow, we are also hesitant to implement innovations that have been developed in other countries. On average, it takes us about eight years to put new technology from abroad into operation here.



A demonstration of new manufacturing techniques at the Ontario Robotics Centre in Peterborough.



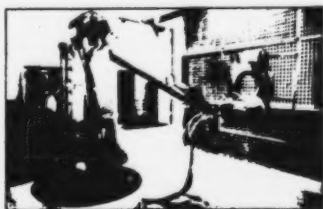
One clear example is the number of robots and numerically controlled/computer numerically controlled machines actually used in our industries, compared with our competitors.

The major challenge we face today is to compete with a growing number of industrialized nations in a tough world marketplace. The pressures are intense, and our response to those pressures has tended to be reactive rather than forward-looking. We do not take sufficient account of international competitive pressures. Ontario depends heavily on trade with other nations. But if we cannot compete, we will ultimately lose sales, and at home we will lose jobs.

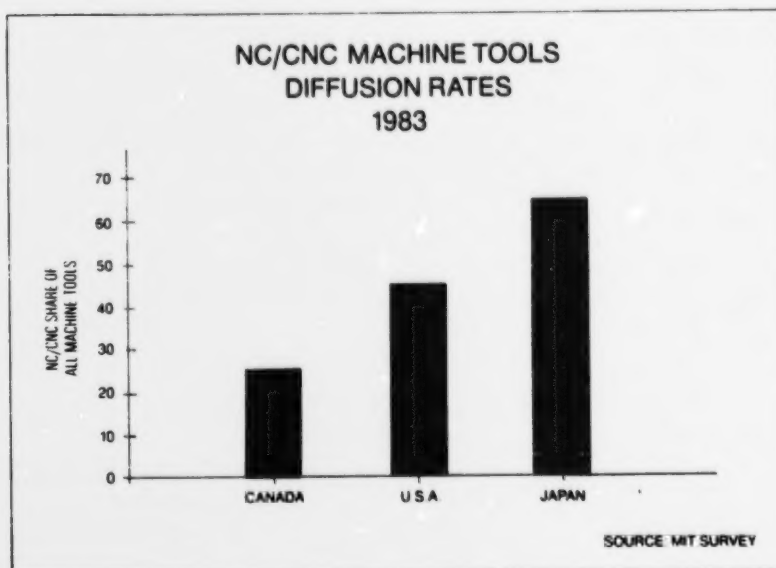
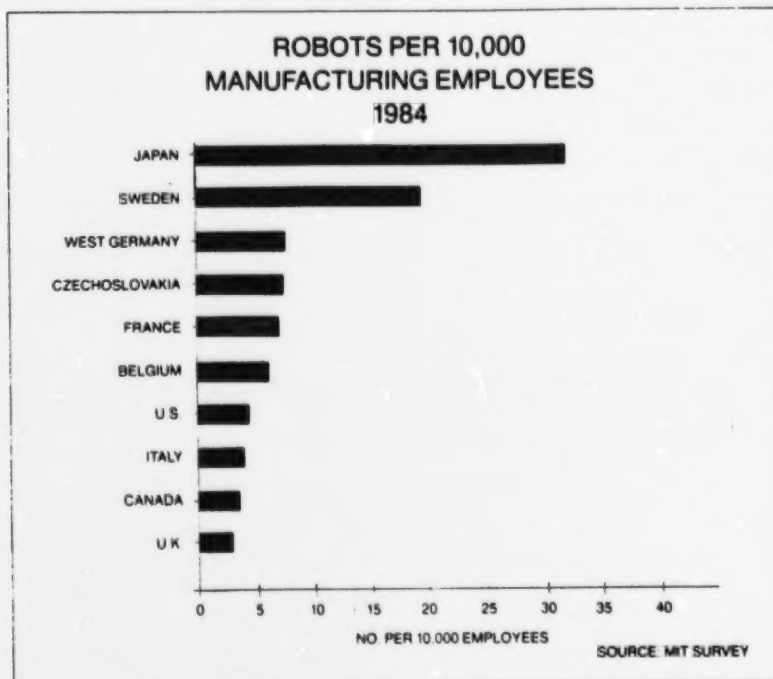
CONCLUSION

The Ministry of Industry and Trade was involved in all these issues in the past year. Our overall goal is to increase productivity and competitiveness so that we secure our industrial base, and ultimately, jobs for the people of Ontario.

Now that we have outlined the problems—problems which we continue to face in 1985-86—we will show how we responded during the fiscal year 1984-85.



To compete internationally, Ontario industry must use more robots.



THE MINISTRY MANAGEMENT SYSTEM

The Ministry Management System (MMS) was adopted in 1984. This system is based on the idea that teamwork, new ideas, personal growth, accountability, flexibility and service are critical to the functioning of any sophisticated, effective organization.

The MMS is designed to achieve maximum productivity from the financial and human resources of the ministry.

This means that all our employees and all our offices across the province and around the world are in close contact with one another and with head office in Toronto; their ideas are sought and they set their own goals within the broad framework of the ministry's mandate; their performance is measured with a view to improving it or rewarding it with a steady increase in responsibilities and status.

FOUR STEPS TO BETTER MANAGEMENT

The MMS is made up of four concrete steps:

- Planning
- Organization
- Leading and Motivating
- Measurement

Step 1: Planning

Long-Range (5 years)

Each year staff of the Planning and Priorities Secretariat in consultation with branch directors develop a Long Range Planning Statement.

This statement takes into account changes and demands in the economy and society in general. It sets the direction for the ministry, assesses the needs of our client group, and ensures that our priorities are in order, our goals realistic and attainable.

Short-Range (12 months)

Business plans are prepared by each branch and each division in turn with the use of planning guidelines. The process begins in August and concludes in March.

Each branch plan contains an outline of the work to be done, a system for choosing priorities, flexibility to realign staff and funding to reflect changes in priorities, and a system for measuring the effectiveness of programs.

Plans are reviewed by the Minister in November to establish the base funding level for Estimates in the next fiscal year. Plans are then adjusted by branch managers to reflect the actual funds available.

Step 2: Organization

To implement the business plans, work is assigned to appropriate individuals, their performance is assessed, and new opportunities are then developed for personal and professional development. We ensure that the people in appropriate positions with the right skills are available when they're needed to meet our goals.

**Step 3:
Leading and Motivating**

Building on Step 2, this process ensures that managers have a chance to recognize the contributions of each staff member through periodic performance reviews; prepare appropriate human resource plans to meet the needs of the business plans; and decide how staff performance can be improved and rewarded.

**Step 4:
Measurement**

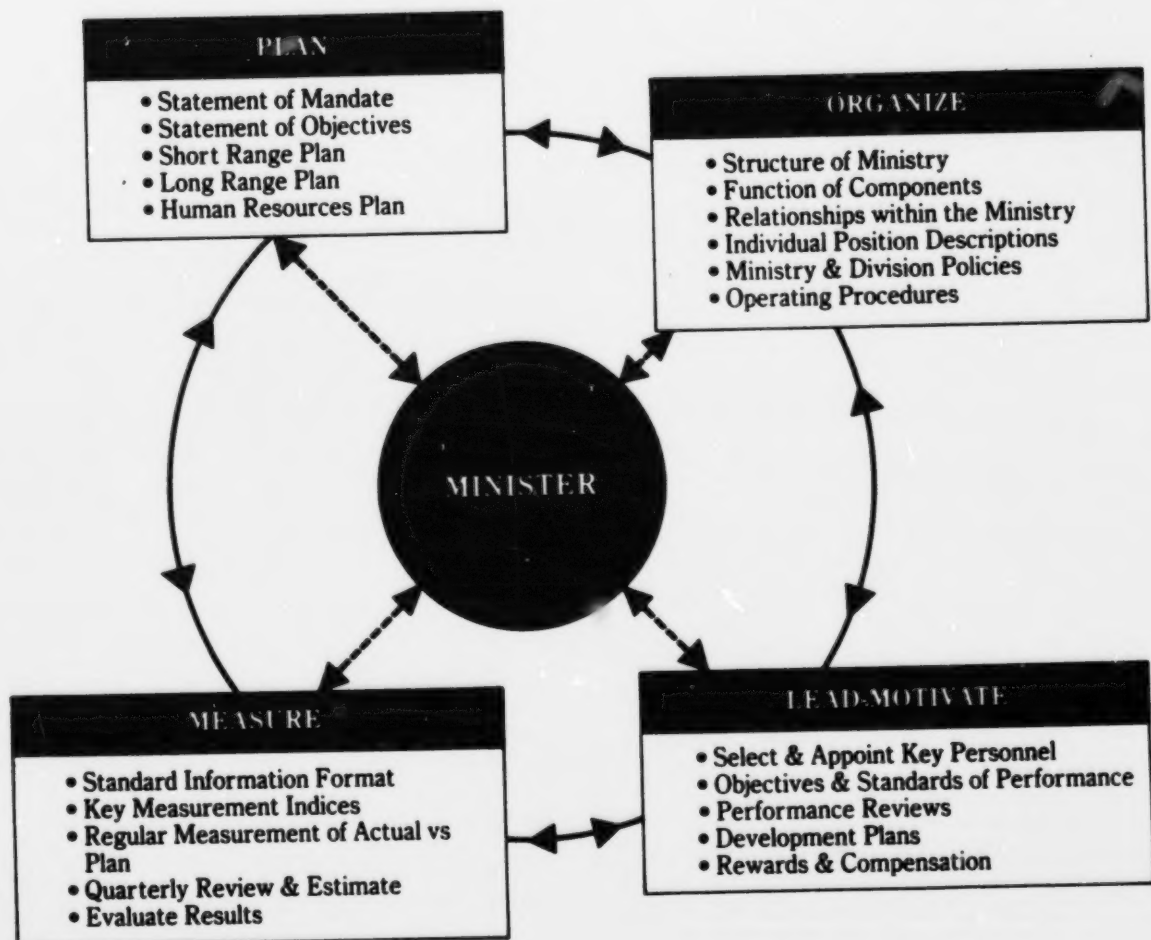
This ministry sets overall goals first by analyzing the industrial and economic issues facing Ontario. Priorities for ministry programs and policies are then set, along with annual targets.

Each branch defines its own contribution to these targets in a "results abstract" and measures its progress regularly.

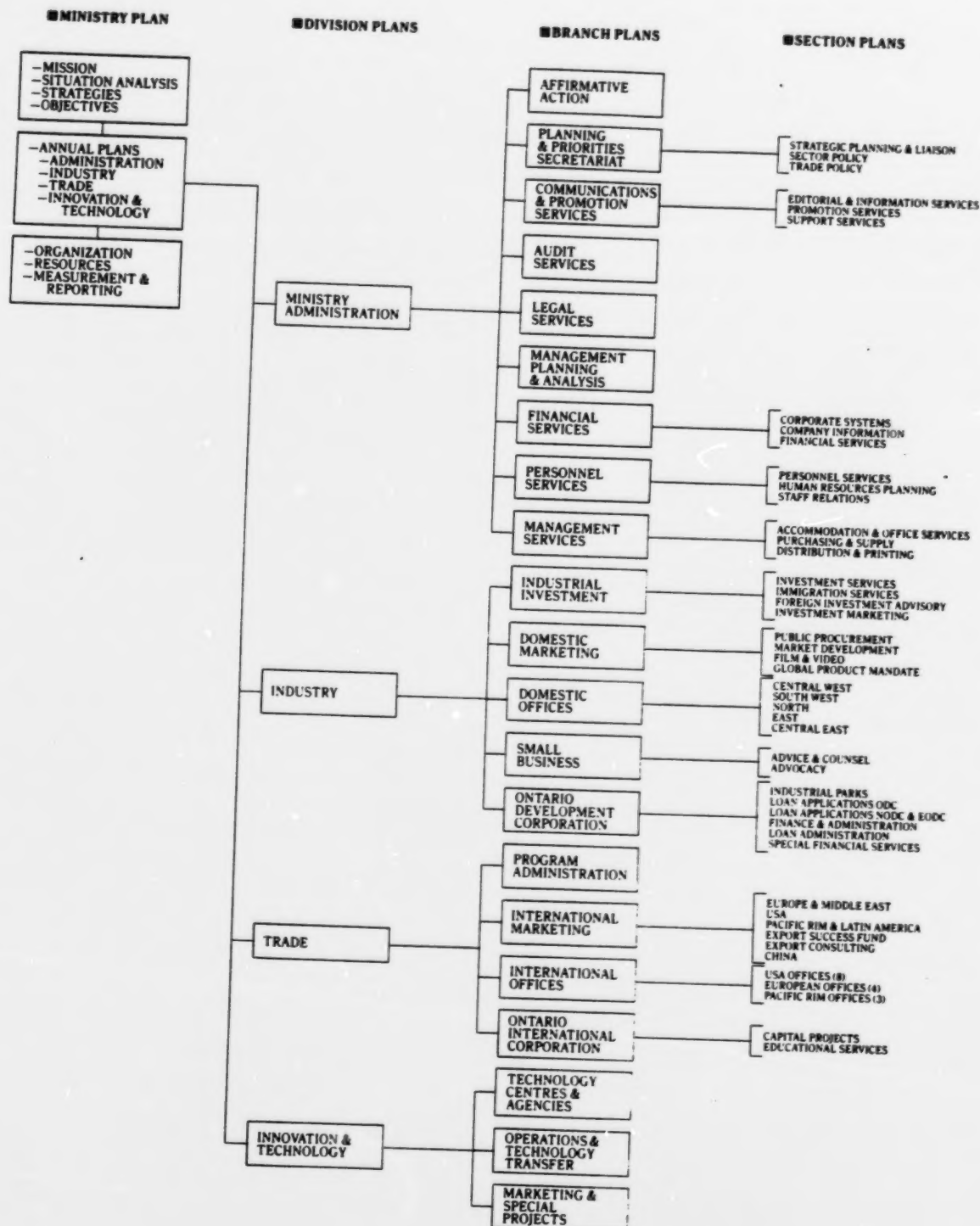
When export and domestic sales are assisted, new plants committed, joint ventures/licensing agreements signed, agents and distributors appointed, investments made, immigrant entrepreneurs established, and loans and contracts made by or with the assistance of the ministry, actual results are evaluated against targets that have been set for the year.

Quarterly reports which consolidate this data measure overall performance.

The performance of each individual is also reviewed regularly.



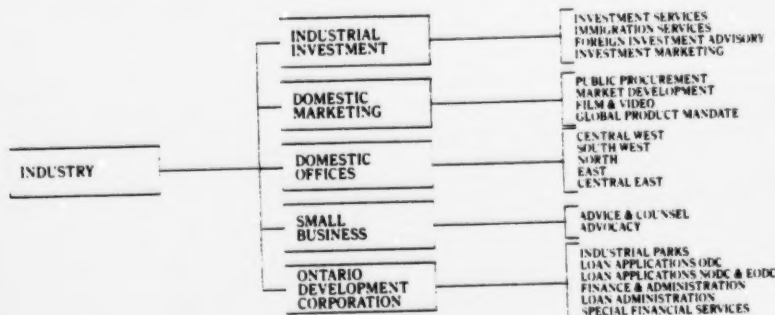
MMS THE MINISTRY MANAGEMENT SYSTEM



INDUSTRY DIVISION



Oetiker Ltd. produces automotive hose clamps. The automotive sector is Ontario's largest manufacturing industry.



The Industry Division is committed to developing small business; encouraging industrial investment, both foreign and Canadian; strengthening domestic industries and expanding the domestic market.

The Division has separate branches for Small Business, Industrial Investment; Domestic Marketing; and Domestic Offices.

In recognition of the growing importance of small business, the services offered by the Small Business Branch have been expanded to reach both manufacturing and service sectors. Seminars are held across the province to better prepare new business entrants, and new business start-ups are tracked to provide an information base for policy and program development. In addition, there is a new emphasis on advocacy—representing the concerns of entrepreneurs to governments at all levels.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Domestic Sales

Assisted sales in the domestic market, representing import replacement as well as film and video revenues, reached a total of \$732.8 million, 159 percent of the target for the fiscal year.

New Plants

The Division helped put 43 new plants in place, compared to the year's target of 25.

New Investment

Notable investments made during the year in review included Honda's \$100 million investment and AMC/Renault's \$760 million investment. Investments directly assisted by the ministry totalled \$220.15 million in 1984-85.

Other Manufacturing Arrangements

These consisted mainly of joint venture and licensing agreements. A total of 31 arrangements were completed, surpassing the target of 30.

SUMMARY OF ACTIVITIES

The Industry Division achieves its goal of strengthening Ontario industries, both in domestic markets and abroad, through a combination of consulting programs, financial assistance and marketing tools.

These include:

- seminars and workshops on subjects such as starting a small business, buying or selling a business, marketing, and management;
- investment counselling on plant site selection, joint ventures and licensing agreements, mergers and acquisitions, immigration, as well as marketing advice to municipalities;
- financial assistance through the Ontario Development Corporations;
- trade shows and manufacturing opportunity shows, where public and private sector buyers display products for which they require a domestic source of supply;
- advocacy on behalf of small business to government at all levels.

TRADE DIVISION



Project cargo equipment awaits loading on board the Jumbo Shipping Line vessel Fairlane at the Port of Toronto's Pier 35 for delivery to Surulaya, Indonesia.

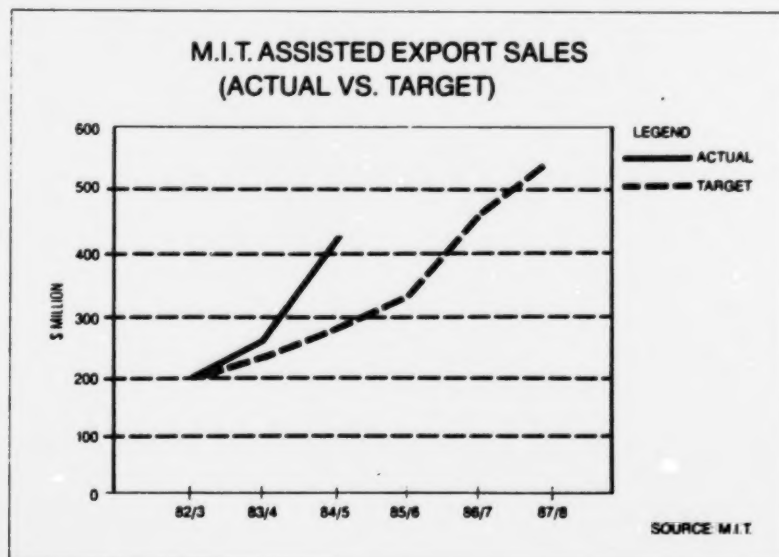


The mandate of the Trade Division is to motivate, coach and financially assist non-exporting companies to export; help existing exporters secure and expand their markets; promote the export of services in educational and capital projects, primarily in developing countries through the Ontario International Corporation; research and address trade-related issues such as non-tariff barriers and proposals for free trade with the United States; promote Ontario as an investment location through the 14 international offices.

The Division consists of the Assistant Deputy Minister's office (including Trade Planning and Research); the International Marketing Branch; the International Offices Branch; the Export Success Fund; and the Ontario International Corporation.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Trade Division assisted exports totalled \$415 million, or 153 percent of the annual target.



Agents Appointed

A total of 1023 agents and distributors were appointed in foreign countries with the help of Trade Division staff, compared to the year's target of 1130. These people play a crucial role in the export process.

Industrial Plants

The International Offices reported future commitments to establish 61 plants in Ontario. As stated in the Industry section, the actual number of plants established in 1984-85 was 43, which exceeded the target of 25.

Immigrant Entrepreneurs:

Visas have been issued to 178 immigrant entrepreneurs, just short of the annual goal of 200. To date, an estimated 123 businesses have actually been established by these immigrants. This program is administered by the Industry Division, but foreign service staff in the international offices participate in the consultation and selection process in their territories.

SUMMARY OF ACTIVITIES:



An Ontario company's exhibit at an overseas computer trade show.

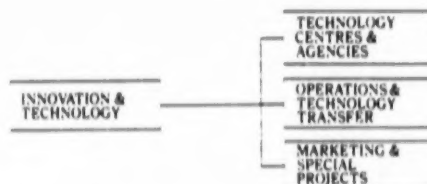
These figures show the cumulative impact of the consulting, program support and financial assistance programs of the Division.

Staff work with private sector firms to develop marketing plans and to address barriers to exporting which can include: unfamiliar foreign business practices; high "front end" costs such as market research, product modification and packaging; the need to develop foreign language literature; lack of awareness of distribution channels and market opportunities; and the need to develop sophisticated international marketing skills. Also, in sectors where a co-operative international marketing strategy is viable, staff consultants encourage the formation of export consortia.

In addition to consulting on these export-related issues, the Division has programs to support Ontario companies participating in trade fairs and missions, and export financing through the Export Success Fund.

The Ontario International Corporation supports Ontario companies participating in capital projects and educational services in developing countries around the world.

INNOVATION AND TECHNOLOGY DIVISION



The ministry supports the province's high technology industries. Nelma Data Corp.

With a staff of 18, the Innovation and Technology Division is much smaller than the other divisions. However, in the agencies it co-ordinates, including the Ontario Technology Centres*, the IDEA Corporation, and the Ontario Research Foundation there are more than 600 employees.

In light of this unique organizational structure, the staff of the Division at Queen's Park act as a senior management team.

Their mandate is to promote increased competitiveness in Ontario industry by supporting the development and application of modern industrial technologies. A key priority in this mandate is supporting innovation, especially in microelectronics, advanced industrial materials, biotechnology and optoelectronics.

The Division is made up of the Assistant Deputy Minister's Office; Marketing and Special Projects; and Technology Transfer and Operations. This latter unit is responsible for monitoring and co-ordinating the operations of the Ontario Technology Centres, the Ontario Research Foundation, and the IDEA Corporation.

*including the Ontario Centres for:

- Microelectronics
- Advanced Manufacturing (CAD/CAM; Robotics; Canada/Ontario Technology Centre)
- Automotive Parts Technology
- Farm Machinery and Food Processing Technology
- Resource Machinery Technology

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Links between industrial and academic research were strengthened as plans were made to develop innovation centres. To date, 22 such centres are being established across the province.

Three major policy documents were published during the year:

- *The Technology Challenge: Ontario Faces the Future*
- *Ontario Software Industry, Challenges and Choices*
- *Technology Transfer Mechanisms: An International Perspective*

The seventh technology centre, the Canada/Ontario Technology Centre in Windsor, was opened. It focuses on advanced manufacturing application in the tool, die and mold building and automotive parts industries.

Technology Centres

A total of 533 contracts, worth \$7.9 million, were signed by the Technology Centres during the year in review. The Centre for Resource Machinery Technology has approved investments of over \$2 million in 13 projects. These include eight venture capital investments and five research and development projects. Two hundred seminars and workshops were held with over 4,600 participants.

29 percent of the operating costs of the centres were covered by revenues, up from 11 percent in 1983/84. This exceeded their goal for the year by 5.5 percent.

The staff at the Technology Centres has grown over the past year from 155 to 185 in response to the increased demand for their services.

SUMMARY OF ACTIVITIES

Staff of the Innovation and Technology Division provide information on emerging technological trends to both government and business;

- develop, analyze and co-ordinate programs that implement provincial innovation and technology initiatives;
- build links between the agencies of the Division (IDEA Corporation, the Ontario Research Foundation and the Technology Centres) while maintaining an arms-length relationship with them;
- consult with business to ensure that government programs in this field have the support and participation of Ontario industry.

AGENCIES— THEIR ROLES DEFINED

The Technology Centres develop awareness and provide information, application assistance, demonstration and training to Ontario industry to enhance their competitiveness in applying technology.

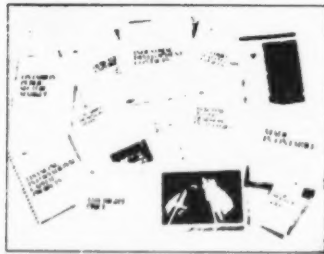
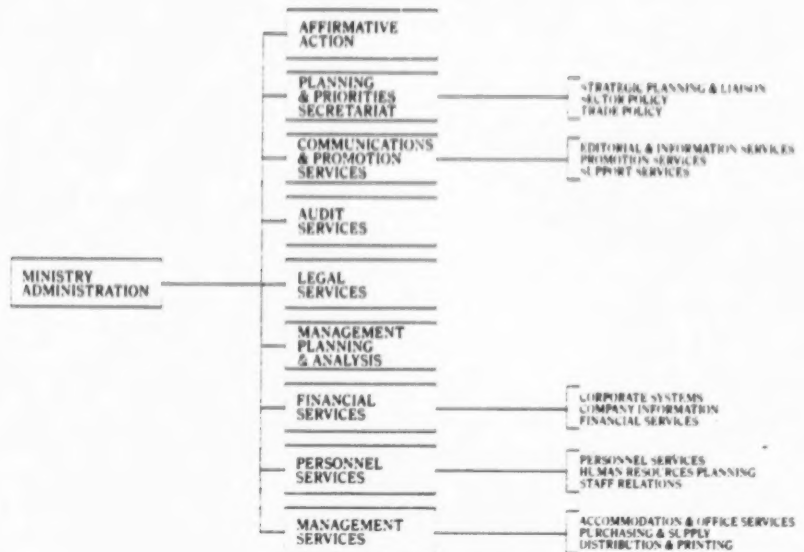
The Ontario Research Foundation provides prototype development assistance and advice on manufacturing technology through its contract research services.

The IDEA Corporation makes pre-venture capital available for commercializing innovations.



Ontario Research Foundation: Fibre drawing apparatus for hydrogen storage.

ADMINISTRATION DIVISION



The ministry produces useful guides for business people, investors and manufacturers.

The Administration Division consists of Affirmative Action; Audit Services; Management Planning and Analysis; Financial and Systems Services; Personnel Services; and Management Services.

Also considered part of the Ministry Administration are Legal Services, the Communications and Promotions Services Branch and the Planning and Priorities Secretariat.

The Administration Division provides timely, efficient and cost-effective financial and administrative support services for the Ministries of Industry, Trade and Technology and Tourism and Recreation, as well as some agencies of each. Its responsibilities include monitoring the business plans of each branch and division; ensuring that all aspects of the Ministry Management System are implemented; human resources planning, training, and upgrading of female employees through the Affirmative Action program; and providing objective, professional legal services to the Ministry and certain of its agencies.

The Administration Division is also responsible for providing financial, personnel, purchasing, audit, systems and a range of printing and distribution services for the Ministry of Tourism and Recreation.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Ministry Management System Human Resources Planning:

- Developed and implemented.
- A new planning process was developed and implemented, including a new performance review format.

Affirmative Action

- The classification of the Affirmative Action Manager was raised; the Manager now reports to the Deputy Minister.
- All targets for the year in review were exceeded. Eight women were hired as Industrial Development Officers versus a target of 4; 4 women were hired as foreign service officers over a target of 3; 13 women had accelerated career developments, over a target of 10.

Editorial, public relations and publicity activities are monitored, measured and summarized for ministry management each month.

PLANNING AND PRIORITIES SECRETARIAT

The Secretariat, which reports to the Deputy Minister, has separate units for sector policy, trade policy, and industrial policy and liaison. Staff provide strategic planning support to the ministry and help determine ministry priorities.

The Secretariat also develops policies and programs to improve the growth and competitiveness of Ontario's industries. Staff monitor and brief senior management on issues such as the proposed Canada-United States Free Trade Arrangement, foreign trade restrictions, industrial and regional development problems and opportunities, investment, and related government policies and programs.

COMMUNICATIONS AND PROMOTION SERVICES

The mandate of this branch is to communicate the ministry's role, programs and services to its various domestic and international audiences —the people of Ontario in general, the business community, and investors and buyers at home and abroad.

It does this through an integrated annual ministry-wide communications plan. This plan is designed with the line divisions through a systematic identification of their individual communications requirements.

Editorial and Information services staff handle media relations and public enquiry, and produce news releases, *Ontario Business News* (monthly), *Ontario Public Purchasing* (bimonthly), speeches, statements, two weekly internal newsletters, *Ontario Economic News* and *Nexus*, and bring in journalists from other countries.

Promotional services include ministry publications and design, audiovisual productions, domestic and international advertising campaigns, and arrangements for incoming delegations and special events.

STATEMENT OF EXPENDITURES

**STATEMENT OF
BUDGETARY
EXPENDITURES FOR
THE YEAR ENDING
MARCH 31, 1985**

MINISTRY ADMINISTRATION*

Main Office	\$1,295,630	
Financial Services	1,142,864	
Supply & Office Services	1,262,463	
Personnel Services	896,706	
Information Services	1,947,698	
Audit Services	403,920	
Analysis & Planning	1,543,058	
Legal Services	668,828	
Systems Development	<u>1,301,010</u>	
Total		\$10,462,177

INDUSTRY DIVISION

Program Administration	\$ 541,490	
Small Business	3,378,296	
Industrial Investment	2,090,095	
Domestic Marketing	2,892,010	
Domestic Offices	<u>3,874,124</u>	
Total		\$12,776,015

TRADE DIVISION

Program Administration	\$ 600,848	
International Marketing	11,392,671	
Ontario International Corporation	1,606,893	
International Offices	<u>9,254,255</u>	
Total		\$22,854,667

INNOVATION & TECHNOLOGY DIVISION

Innovation & Technology	\$ 957,884	
Ontario Research Foundation	<u>4,576,000</u>	
		\$ 5,533,884
TOTAL		<u>\$51,626,743</u>

*Includes administrative services provided to the Ministry of Tourism and Recreation.

DOMESTIC AND INTERNATIONAL OFFICES

DOMESTIC OFFICES

BROCKVILLE Telephone: (613) 342-5522	THUNDER BAY Telephone: (807) 475-1325 Telex: 07-34385
HAMILTON Telephone: (416) 521-7783	TIMMINS Telephone: (705) 264-5393 Telex: 06-781574
KINGSTON Telephone: (613) 547-2248 Telex: 06-955185	METRO TORONTO Telephone: (416) 491-7680 Telex: 06-986822
KITCHENER Telephone: (519) 744-6391 Telex: 06-955185	WINDSOR Telephone: (519) 252-3475
LONDON Telephone: (519) 433-8105 Telex: 06-45636	
NORTH BAY Telephone: (705) 472-9660	
ORILLIA Telephone: (705) 325-1363	
OTTAWA Telephone: (613) 566-3703 Telex: 05-34859	
OWEN SOUND Telephone: (519) 376-3875	
PEEL Telephone: (416) 279-6515	
PETERBOROUGH Telephone: (705) 742-3459	
SAULT STE. MARIE Telephone: (705) 253-1103	
ST. CATHARINES Telephone: (416) 688-1454	
SUDBURY Telephone: (705) 675-4330 Telex: 06-77592	

INTERNATIONAL OFFICES

UNITED STATES	EUROPE
ATLANTA Telephone: (404) 956-1981 Telex: 542665	BRUSSELS Telephone: 32-2-218-0600 Telex: 46-63559
BOSTON Telephone: (617) 266-7172	FRANKFURT Telephone: 49-69-720971 Telex: 41-416176
CHICAGO Telephone: (312) 782-8688 Telex: 206084	LONDON, ENGLAND Telephone: 44-1-930-4400 Telex: 51-262517
DALLAS Telephone: (214) 386-8071 Telex: 791716	PARIS Telephone: 33-1-563-1634 Telex: 42-650865
LOS ANGELES Telephone: (213) 622-4302 Telex: 181006	ASIA
NEW YORK Telephone: (212) 308-1616 Telex: 640501	HONG KONG Telephone: 852-5-276421 Telex: 802-61871
PHILADELPHIA Telephone: (215) 854-0454	TOKYO Telephone: 81-3-436-4355 Telex: 72-27145
SAN FRANCISCO Telephone: (415) 989-0850 Telex: 172048	

**THE ONTARIO MINISTRY OF
INDUSTRY
& TRADE**



Province of Ontario
Queen's Park
Toronto, Canada
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